# James Earnshaw



## Senior Design Leader

I lead design teams that solve real problems and create experiences that make customers stay. Across more than a decade, I've turned messy business goals into products and services people genuinely value. No jargon — just clear thinking, cross-functional collaboration, and outcomes that stick.
My work lives at the intersection of service design, UX, and design operations.
I help organisations move beyond designing isolated moments and instead design the systems that hold those moments together. That means building the frameworks, rituals, and ways of working that allow teams to design confidently, consistently, and at scale.

## Contact


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## KEY ACHIEVEMENTS

💎 **Strategic work that drives measurable client success**
Led the strategic UX program for a B2B self-serve platform (Telstra Enterprise), resulting in a material shift in the service model by **scaling digital transaction provisioning from 12% to 43%** in two years, concurrently growing the active customer base from 6,000 to over 13,800)

🎯 **Improving Experience & Translating Insights into Strategy**
Redesigned the B2B portal using a solid **North Star vision** and customer-centric delivery outcomes, substantially improving customer satisfaction and increasing the platform's **Net Promoter Score (NPS) from negative (-36) to double digits (12)**

⚙️ **Stakeholder Engagement, and Strategic Foundation**
Championed cross-functional collaboration by embedding **Design Ops** and leading **executive workshops** and presentations for senior leaders (up to CIO/CCO/Head of Marketing), ensuring early alignment and seamless integration of strategic UX with Product, Engineering, and Delivery teams

📈 **Continuous Optimisation and Journey Design Proficiency**
Defined key metrics and leveraged data to identify critical conversion opportunities, increasing the start application rate for home loan applications at Ubank by **26%** through strategic **UI/UX changes** and the design and synthesis of findings from moderated user tests

## EXPERIENCE HIGHLIGHTS

### LEADERSHIP

**Collaborative leader with extensive experience managing cross-functional design teams and driving measurable business outcomes.**

- **Team Leadership:** Managed design teams across Sydney and Bangalore for FinTech and Telecommunications clients, from 10 designers for Telstra's Enterprise platform, to 14 UX, visual, and content designers for the My Telstra App. Down to smaller squads of 1 or two
- **Cross-Functional Partnerships:** Built strong relationships with Product, Engineering, Delivery, and Architecture, representing design in discovery and solution workshops.
- **Strategic Delivery:** Embedded agile cadences, introduced Design Ops methodologies, and led executive workshops to align workflows and enhance collaboration.
- **Mentorship:** Coached graduates, interns, and junior designers, developing soft skills and guiding career progression into senior roles.
- **Measurable Impact:** Increased Telstra Enterprise's digital transactions from 12% to 43%, boosted NPS from negative to double digits, improved project velocity, and elevated design quality via stand-ups, critiques, and leadership check-ins

### COLLABORATION

**Cross-Functional Leadership being the champion of aligning business, product, and user needs through seamless integration and communication.**

- **Strategic Partnerships:** Partnered with stakeholders across self-service channels serving millions, advocating for customers (DVF) and influencing senior technology and business leaders, from CIO and CCO to Product Managers and Delivery leads.
- **Executive Engagement:** Delivered presentations and workshops for senior leaders up to Head of Marketing, securing early alignment and buy-in.
- **Process Integration:** Embedded agile cadences, introduced Design Ops, and aligned workflows with the design system—streamlining approvals and boosting collaboration.
- **Vision & Delivery:** Led cross-functional teams to reimagine user experiences, ensuring business needs and team capabilities stayed aligned from concept to launch.

### CRAFT

**My design approach spans the full product lifecycle—from discovery to delivery—driven by rigorous research and strategic insight.**

- **Foundation & Artifact Development**: Led end-to-end qualitative and quantitative research programs (interviews, usability testing, ethnography), translating synthesised findings into actionable strategic artifacts, including User Journey Maps, service blueprints, and defining the North Star Vision for large-scale platform redesigns.
- **Facilitation and Process Integration:** Planned and facilitated complex collaborative workshops (ideation, co-design, executive alignment) with internal and client teams, applying strategic frameworks like Design Ops and Design Chapters to simplify complexity and ensure seamless cross-functional execution
- **Technology & Digital UX Strategy:** Developed digital user experience strategy and oversaw implementation across channels, creating new components for platforms like Adobe Experience Manager (AEM) and CRM to ensure the delivery of branded, marketing-aligned content. Maintained UX integrity and compliance (including Accessibility Compliance) throughout the delivery process.

**James Earnshaw** | Senior Product Designer | Collaboration | Leadership | Strategy

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**Head of Design**
2025-Present

Dash Financial

Built and led the design function at an Australian **wealth management** platform, operating solo across five-plus concurrent programmes spanning adviser, licensee and end-client experiences. Designed and implemented an **AI-assisted discovery** operating system that turned research into engineering-ready specification at a pace a single designer could not otherwise sustain, and **embedded continuous discovery** as the default working rhythm with product and engineering leadership.

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**Senior Consultant**

Various clients

I manage comprehensive CX/UX and service design projects across diverse sectors, ensuring strict adherence to Human-Centred Design principles and following agile methods. My role focuses on applying strategic models and frameworks to drive innovative solutions for major clients, championing cross-functional collaboration and alignment on user needs to consistently elevate user experience standards and meet strategic outcomes

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**Product Design Lead**
26/8/2024-25/8/2025

ubank - Lending

Within the **financial services** sector, I spearheaded the end-to-end UX strategy for new home lending applications and created a Banker Portal Initiative. This engagement was highly **results-focused**, requiring me to **define key metrics and leverage data** to identify critical conversion opportunities. By applying strategic UI and UX changes informed by moderated user tests, I successfully increased the start application rate for home loan applications by **26%**

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**UX design lead**
11/2023-06/2024

Telstra Enterprise - Public Website

This experience highlights expertise in **integrated marketing** and **MarTech integration**. I spearheaded a UX Program to uncover critical gaps and streamline user journeys for enterprise customers. This involved aligning design with specific **messaging goals** and managing creative output across platforms. I ensured the ability to deliver branded, marketing-aligned content by creating new components for **Adobe Experience Manager (AEM) and CRM**. I further demonstrated strong **stakeholder engagement** by conducting executive presentations up to the Head of Marketing to secure early alignment and buy-in

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**UX design lead**
03/2021-12/2023

Telstra Enterprise - B2B, Self Serve Portal

As a strategic leader for Telstra's Enterprise platform, I developed an **18-month roadmap** and embedded agile cadences and **Design Ops methodologies**. I successfully translated strategic vision into measurable business impact by redesigning the platform with a **solid North Star vision**. This led to a **material shift in the service model**, scaling digital transaction provisioning from 12% to **43%** and increasing the platform's **NPS from negative to double digits**

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**UX design lead**
11/2018-03/2021

MyTelstra App
(Symplicit consultant)

I led the **digital user experience strategy** and execution for the high-volume self-service native mobile app and web. I managed a large team of 14 designers and implemented a robust **Design Ops approach** and Design Chapter methodologies to provide the velocity and traceability demanded of an enterprise at scale. I successfully drove **user base growth**, converting 3 million users to 5 million at launch, demonstrating capability in managing strategic outcomes across channels serving millions of users

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## EXPERIENCE HIGHLIGHTS cont.

**CX design lead**
01/2018-08/2018

NBN public website

As a Design Lead at nbn™, I developed and executed comprehensive CX strategies, hosted **workshops** to uncover end-user needs and journeys, and oversaw **research and customer testing requirements**, transforming test findings into practical design solutions

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**Senior UX design**
09/2017-12/2017

Consumer market place brand

As a **Senior UX Designer** at Pollen I created UX design work within a **fast-paced, agile agency** environment that possessed significant momentum and focus. The core functional responsibilities emphasised an **experience design focus**, which was rigorously supported by **robust user research**. A central tactical element of the design process involved **product prototyping through validation**, ensuring that design solutions were grounded in testing and user needs, with a tight flow between user research and usability testing through to rapid prototyping.

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**Senior CX designer**
03/2017-08/2017

Online banking

Creating features for the online banking app with research and design of multiple features. Demonstrates strong alignment with the requirement for a **consultancy and/or agency background** and experience in the **financial services** sector. As a Consultant and Design Lead, I spearheaded comprehensive CX/UX strategies grounded in Human-Centred Design (HCD)

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**Senior CX Designer**
10/2016-03/2017

Website redesign

I delivered detailed **user journey mapping** and **wireframing** for complex mobile banking features, demonstrating tactical proficiency in strategic artifact creation. Working as part of the Westpac GEL team, I supported the Re-Imagined Banking project by focusing on **governance of CX** and ensuring adherence to established design system principles. This involved **facilitating workshops** with business stakeholders and translating complex data visualisations to improve the customer experience around savings

## EXPERIENCE HIGHLIGHTS cont.

## SKILLS

Strategic Foundation & Design Methodology

- **Experience Strategy:** Customer Experience Strategy, Design Strategy, North Star Vision, Experience Design Focus.
- **HCD & Research:** Human-Centred Design (HCD), User-Centred Design, User Needs Analysis, Qualitative & Quantitative Research, Customer Testing, User Research.
- **Artifacts & Design:** Customer Journey Mapping, Wire-framing, Prototyping, Mobile App Design, User Interface Design.

Data, Performance & Optimisation

- **Analysis & Insights:** Data-Driven Insights, User Behaviour Analysis, Performance Management, NPS (Net Promoter Score).
- **Testing & Validation:** Continuous Testing and Optimisation, Product Prototyping through Validation, Product Validation.

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## Technology Platforms & Implementation

- **Experience Platforms (MarTech):** Adobe Experience Manager (AEM), CRM (Customer Relationship Management), E-Commerce.
- **Digital Architecture:** Design System, Information Architecture, UX Integrity.
- **Compliance:** Accessibility Compliance.

## Leadership, Collaboration & Execution

- **Strategic Execution:** Design Ops, Design Chapter Methodologies, Agile Methodologies, Roadmapping, Strategic Delivery.
- **Engagement:** Stakeholder Management, Executive Presentations, Workshop Facilitation, Cross-Functional Collaboration.
- **Team & Culture:** Leadership, Mentoring, Design Thinking